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# support bulletin 1967

FOR INFORMATION OF HEADQUARTERS AND FIELD PERSONNEL

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### PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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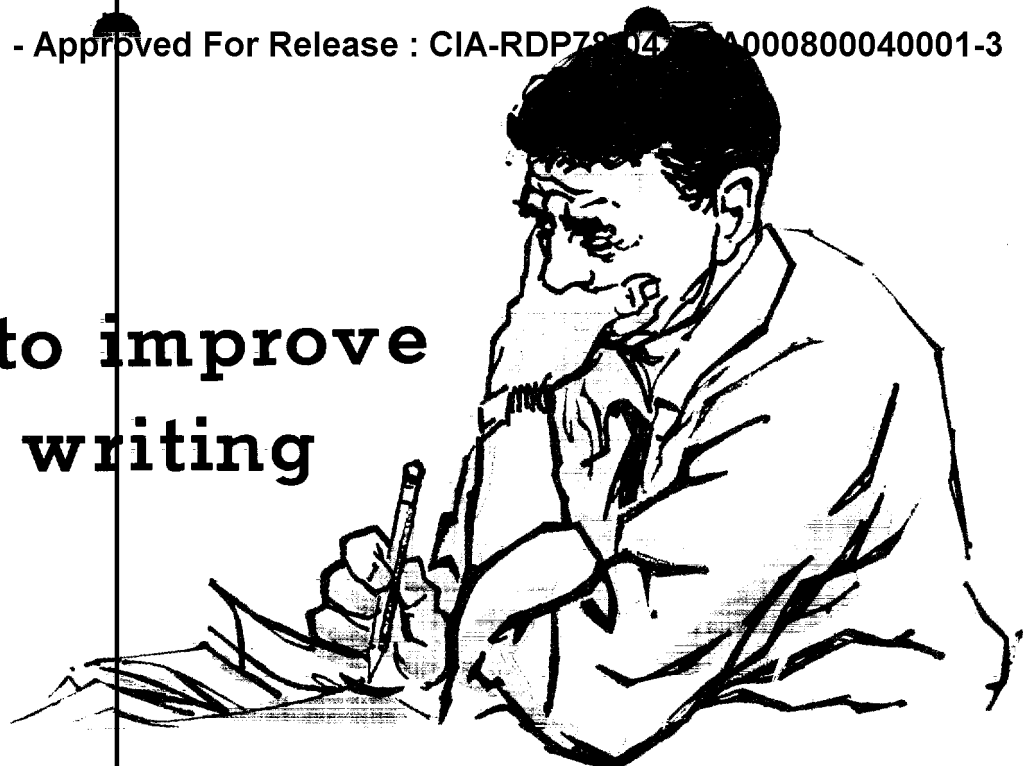


**THANKSGIVING CAN BE MORE MEANINGFUL**  
**if you have a nest egg**  
**of U.S. Savings Bonds**  
**and Freedom Shares.**

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# How to improve your writing



*Want to get ahead? Your answer might be a favorite expression of today's teenager—"You've got to be kidding."*

## A Hint for Getting Ahead

Certainly most of us are interested in getting ahead. And for that reason we are going to give you one helpful hint—*improve your writing*. The ability to express ideas clearly and concisely in writing, avoiding trite, "official" language, is a common characteristic of our top executives. They're not afraid of using the first person—They say, "I believe," not "It is believed." They follow the advice of Franklin K. Lane. Once when he was Secretary of Interior, he happened to see a very ornate letter to an Indian. That letter, in Mr. Lane's own words, was "so involved and so elaborately braided and beaded and fringed" that he himself could not understand it. So he sent it back to its author with this pithy advice: Use straightaway English.

## Learning to Write

To learn to write straightaway English, use Ascham's principle. Robert Ascham, a wise teacher in the time of Britain's first Queen Elizabeth, once said, "One example is more valuable than twenty precepts written in books." That principle is as true today as it was three hundred and fifty years ago.

Some of us write memoranda and letters for the signature of top officials. The best way for us to improve our writing is to compare what we wrote with what was actually signed. Many times we will find that minor changes have been made to give it style, tone, or sincerity.

For those who have little access to the writing of executives, we are giving below a few examples that may prove helpful.

### An Example from A. Lincoln

It takes a big man to admit he is wrong, but this is how Abraham Lincoln did it with straightforward, simple graciousness:

Washington, July 13, 1863

Major General Grant.

*My dear General: I do not remember that you and I ever met personally. I write this now as a grateful acknowledgment for the almost inestimable service you have done the country. I wish to say a word further. When you first reached the vicinity of Vicksburg, I thought you should do what you finally did—march the troops across the neck, run the batteries with the transports, and thus go below; and I never had any faith, except a general hope that you knew better than I, that the Yazoo Pass expedition and the like could succeed. When you got below and took Port Gibson, Grand Gulf, and vicinity, I thought you should go down the river and join General Banks, and when you turned northward, east of the Big Black, I feared it was a mistake. I now wish to make the personal acknowledgment that you were right and I was wrong.*

Yours very truly,  
A. Lincoln

### Pomposity Angered FDR

Here's a pompous memo that rankled FDR so much he rewrote it and shot it back to the man who pumped it up in the first place. This memo dealt with what Federal workers were to do in case of an air raid:

*Such preparations shall be made as will completely obscure all Federal buildings and non-Federal buildings occupied by the Federal Government during an air raid for any period of time from visibility by reason of internal or external illumination. Such obscuration may be obtained either by blackout construction or by termination of the illumination.*

Here's how FDR dignified the memo by giving it simplicity:

*Tell them that in buildings where they have to keep the work going to put something over the windows; and, in buildings where they can let the work stop for a while, turn out the lights.*

If this kind of unpompous, simple writing means a loss of dignity, then we know a whole lot of readers who wish a lot of writers would lose a lot of "dignity" writing this way. FDR did it all the time. Once when Frances Perkins was getting a speech ready for him, she wrote this line:

*We are endeavoring to construct a more inclusive society.*

That night when FDR read the line on the radio, it came out this way:

*We are going to make a country in which no one is left out.*

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### The Johnson Style

Nor did presidential simplicity go out of style with FDR.

President Johnson provided this in a State of the Union message. Here's a sample:

*Why did men come to this once forbidding land?*

*They were restless, of course and had to be moving on. But there was more than that.*

*There was a dream—a dream of a place where a free man could build for himself and raise his children to a better life—a dream of a continent to be conquered, a world to be won, a nation to be made. . . .*

*This, then, is the State of the Union—free, restless, growing, full of hopes and dreams.*

*So it was in the beginning.*

*So it shall always be—while God is willing, and we are strong enough to keep the faith.*

That is great writing. It couldn't be simpler or more powerful.

### More Depomping

Although a rather exaggerated example, here is the type of writing we run across occasionally:

*The multifarious, overlapping program contributions by a myriad of individuals acting independently failed to result in a single, comprehensive program because of the fact that at their incipience they were not governed and regulated by a carefully conceived master plan under which they could have matured to systematic singularity.*

Now here is how it could have been said with sharpness and vividness, using a figure of speech instead of abstractions:

*These individual programs were like constructing several separate road segments which didn't add up to a good road system because they weren't part of a master transportation plan at the outset.*

As the title of a new book expresses it: GOBBLEDYGOOK HAS GOTTA GO! ★ ★

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## Off the job

# SAFETY HINTS

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*More time is lost from accidents occurring off the job than at work.*

An important part of the Organization's Safety Program is the reduction in off-the-job accidents. To reduce the number and severity of such accidents, such safety items as seat belts and fire extinguishers have been made available for purchase from time to time. Plans are being made to put fire extinguishers on sale again this fall. As a further assistance, the Support Bulletin will furnish you with hints for your safety off-duty and that of your family.

### The Danger of Gas-operated Heaters

Although the possible dangers arising from the use of gas or kerosene heaters has been brought to the attention of personnel in the past, the recent asphyxiation of an employee's dependent has pointed up the need for another reminder. Heaters should be routinely inspected to be sure that they are properly maintained and exhausted. But just as important is the problem of insuring an adequate supply of oxygen to attain complete combustion, thus reducing the possibility of carbon monoxide or other gas poisoning.

*Be sure that there is plenty of ventilation.* Doors in small areas such as bathrooms or bedrooms should be left ajar or fitted with louvers to permit oxygen to enter the room as it is used up by the heater.



### Carbon Tetrachloride Fire Extinguishers

The Federal Fire Council has found that carbon tetrachloride extinguishers, including bulb-type devices, are not only inefficient but have a "death-dealing" potential.

They should be disposed of by emptying them in an open area. Just follow the directions as though using extinguisher on a fire. When the container is empty, holes should be punched in it so that it can't be salvaged for re-use.

### The Greatest Danger

Although the home is the scene of the largest number of off-the-job accidents, the chances for a serious or fatal accident is great-



est in a car—especially on the superhighway. A survey of truck drivers, who go at least three times as far as the average passenger-car driver without an accident, revealed some interesting observations on driving errors.

### Tailgating

Highway traffic experts say that excessive speed is involved in 37 per cent of *fatal* accidents. In the truck drivers' survey speeding was ranked fifth among the most common driving errors. There is a question as to whether speed itself causes the accidents or merely contributes to their fatality when they occur. Ranking above speeding was "tailgating" in truckers' language. Keeping a safe distance has been called "the unenforceable driving rule" because nothing can be done about it before the fact of the accident. Speeders, drunks, and reckless drivers can be arrested before they cause harm. The tailgater is not apprehended until his stupidity causes havoc.

Intervals between moving vehicles are necessary for two reasons:

- They give the following drivers a chance to react to a decrease in the speed of the vehicles ahead.

- They provide the open space needed by other vehicles when they pass.

When you're at the wheel, always be alert about maintaining a safe distance between your car and the vehicle ahead. (And be sure to instruct younger drivers in your family in proper driving habits.) But what is a safe distance to be able to stop quickly if necessary. At 20 mph—including time for reacting and braking—it takes 47 feet, three car lengths, to stop safely. Including time for perception it takes even longer. Here's the formula:

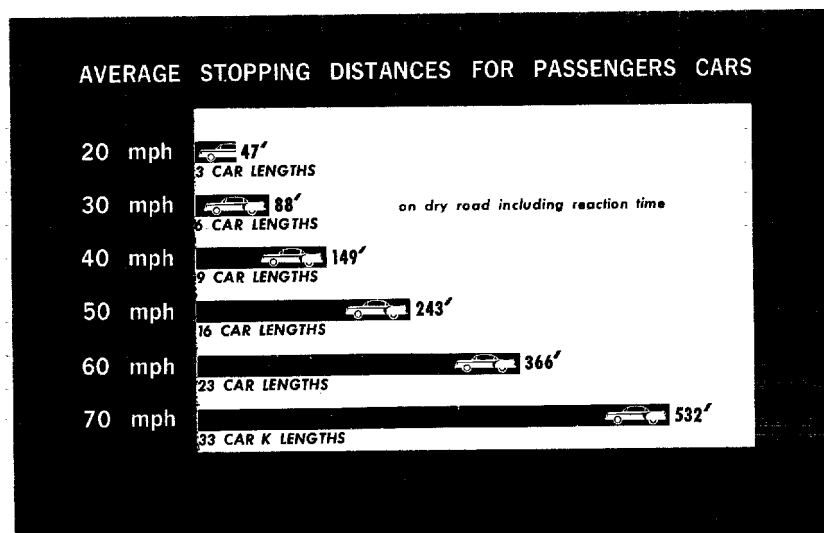
$$\text{Perception} + \text{Reaction} + \text{Application} = \text{Total Stopping Distance}$$

Perception — Awareness of dangerous traffic situation and decision and how to handle it.

Reaction — Time between making up mind and getting foot on brake pedal.

Application — Execution of decision to apply brakes.

The relation between speed and stopping distances on a dry road is shown on the chart below.



Note: These distances are for routine stops by vehicles in average condition driven by the average driver. "Emergency" or "panic" stops will shorten these distances in some situations, while poor condition of the vehicle, driver or road surface will increase them.

### The Most Common Mistakes

Even ahead of tailgating as a driving error is the failure to dim lights. This mistake involves both drivers who fail to dim upon meeting and those who don't dim when following another vehicle. Some states require drivers to dim under both conditions and the truckers say one failure is as serious as the other. Either can blind a driver. Another

your heater, and your defroster are operating properly. Clean snow and ice from the windshield and from all windows of your car. Ventilate to keep the inside of your windows from fogging.

3. **Get the "Feel" of the Road.** In order to avoid unintentional sliding or spinning of your wheels, occasionally try your brakes or gently press your accelerator



common mistake is failure to dim for oncoming vehicles on a divided highway.

The most common driving error noticed by the truckers is failure to signal properly. Some drivers don't switch on their turn signals when they should, others don't turn them off at the proper time.

It takes alertness to avoid accidents on the road any time of the year but special precautions are necessary in that most dangerous season—winter. Here are six tips for safe winter driving.

1. **Have Good Tires and Tire Chains.** Snow tires and regular or reinforced chains are a real help in winter driving. But remember—even with their greater help, slower than normal speeds are a *must* on snow and ice.

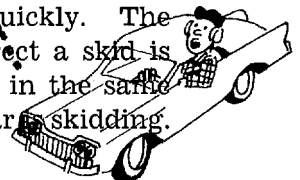
2. **Keep Windshield and Windows Clean.** Be sure that your wiper blades,

while driving slowly and as traffic and highway conditions permit.

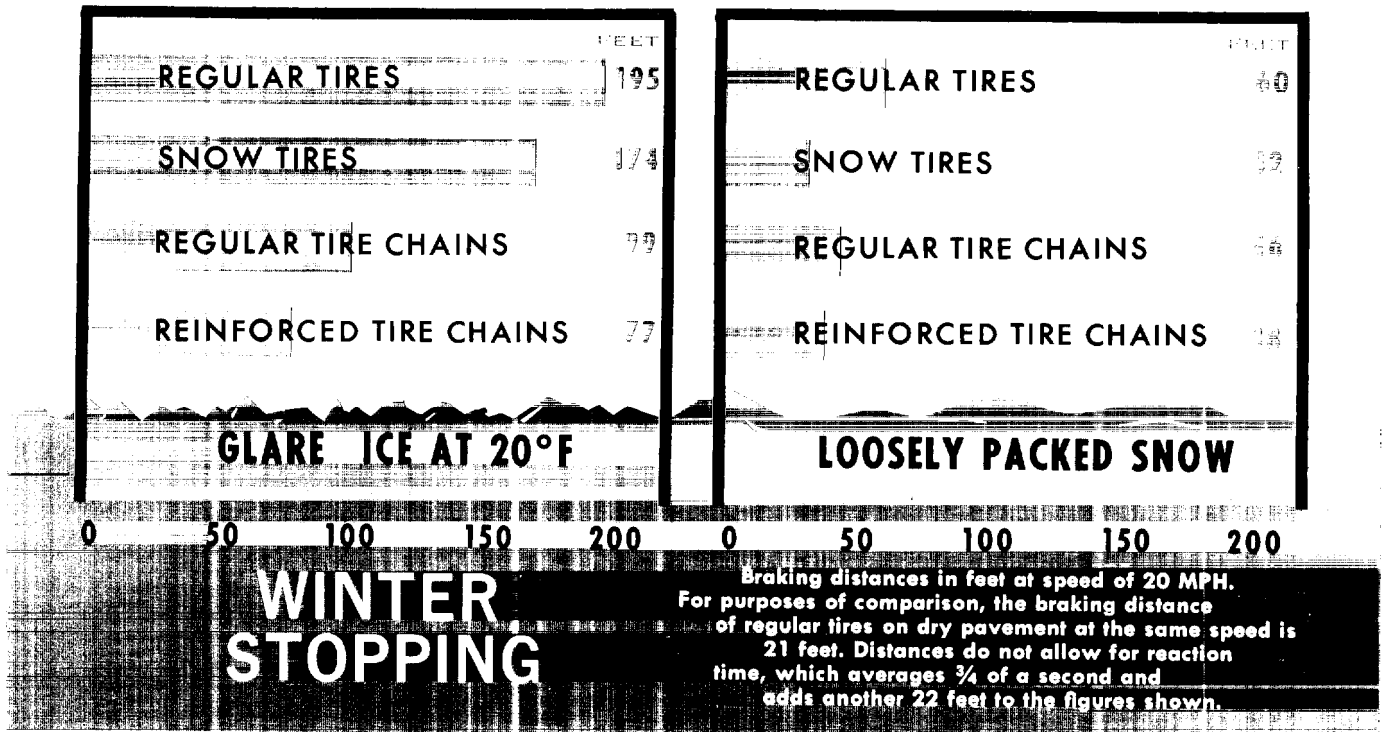
4. **Follow at a Safe Distance.** It takes three to twelve times as far to stop on snow and ice as it does on dry pavement. (See the chart on "Winter Stopping.")

5. **Pump Your Brakes.** The best technique for stopping on snow or ice while maintaining full control of your car is a fast up-and-down pumping of your brakes. Jamming and "freezing" on your brakes is almost certain to lock your wheels. This is likely to throw your car into a dangerous skid.

6. **Turn Front Wheel to Correct a Skid.** If your car starts to skid when you apply the brakes, release them quickly. The best way to attempt to correct a skid is by turning the front wheels in the same direction as the rear of the car is skidding.



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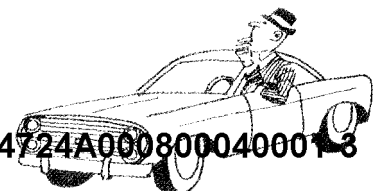


## SUPERHIGHWAY DRIVING IS DIFFERENT

Before starting on a long trip, paste these super-road safety suggestions in your hat.

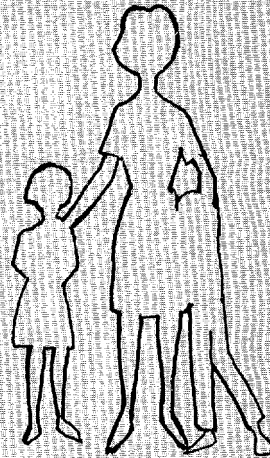
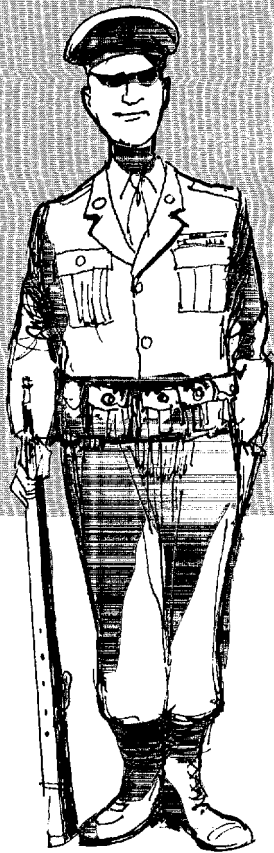
- Precede your trip with enough rest.
- Avoid "highway hypnosis." Stop for a break every hundred miles. Vary your pace. Chew gum if you get bored. Tune in a lively tune. Take your shoe off your accelerator foot.
- Rest your eyes by shifting them occasionally from side to side.
- Always fasten your seat belt snugly.
- Dim the panel lights and drive at least 10 mph slower at night.
- Keep the car moving at a reasonable speed or get off the road—completely off and then some.
- In slowing, pump your brakes to flash your taillights.
- When passing, wait before cutting back until you can see the passed car in your mirror.
- If your windshield is dirty, so are your headlights; be sure the attendant cleans them when you stop for gas.
- Anticipate stops and slowdowns; don't wait until you're out of adequate space.
- You pass the peak of your driving efficiency between your fifth and sixth hours at the wheel. Near the end of the driving day always slow down and take it easy.

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## Increased Benefits for Military Retirees

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If you're a regular or reserve member of the uniformed services, you may find on retirement with pay that your fringe benefits are greater than you had previously planned. And that applies particularly to many of the so-called Title III reservists (60 years old with 20 years of satisfactory service). Before 1 January 1967, when the Military Benefits Act of 1966 went into effect, no medical benefits were available to Title III reservists unless they had at least eight years of active duty, not including training duty. Now they can receive not only the health care for which they were previously ineligible but also the increased benefits as well; and these new benefits make up a substantial program of medical care which the retired person and his dependents never had before. Answers are given below to some of the questions which have risen since the new regulations went into effect.

*Are all retired uniformed services members who are entitled to retired, retainer or equivalent pay covered by the program?*

Yes, including members of the Regular Services and Reserves retired in a pay status, members of the Permanent Disability and Temporary Disability Retired Lists, and Title III Reserve retirees.

*When I retire with pay at age 60 as a reservist, will my dependents as well as myself be eligible for Military Medicare?*

The regulations authorize care and treatment of retirees and their dependents in medical facilities of the uniformed services, meaning Army, Navy, Air Force and Public Health Service hospitals, infirmaries, dispensaries and clinics—subject to space available conditions and the capabilities of the medical and dental staffs. Determinations as to availability is made by the Officer in charge of the particular activity and his decision is final.

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*What would the charges be at a military medical facility?*

Retirees and their dependents will pay for subsistence—\$1.17 a day for officers and \$1.75 for dependents—while receiving inpatient care. There will be no charge for outpatient care.

*Must I go to a military medical facility for treatment?*

No. Retirees and their eligible dependents now may elect to obtain health care from civilian medical facilities without first going through military channels, and without having to obtain a statement that the care needed is not available at military medical facilities. However, the right to make this election may be limited for those persons residing in an area where adequate military medical facilities are available.

*What part of the charges for civilian medical care will I have to pay?*

The law breaks the charges down into two parts: inpatient care in a hospital, and outpatient care. The retiree will have to pay 25 per cent of the cost of the care and treatment he (or members of his family) receives while a hospital inpatient. However, when he receives care and treatment as an outpatient, either in a hospital-connected clinic, a doctor's office, or at home, he will have to pay the first \$50 each fiscal year for one person (\$100 if benefits are claimed for two or more persons) and 25 per cent of the remainder of the bill. The Government will pay the remaining 75 per cent of the hospital bill and 75 per cent of the charges for outpatient care after the deductible has been reached.

*Am I and my dependents eligible for health care in a VA facility?*

Health care is available to retirees, but not their dependents, at facilities of the Veterans Administration on a space available basis, with cost to be borne by the Defense Department.

*Will I have to take a pauper's oath at the VA facility?*

No. Retirees no longer have to certify that they are unable to pay for outside hospital care.

*Who are considered dependents of an eligible retiree?*

The following are included:

- Wives and unremarried widows.
- Dependent husbands and dependent widowers.
- Unmarried children under age 21 (and those over 21 but under age 23 if enrolled full-time in college), and those incapable of self-support because of a mental or physical incapacity which existed prior to their 21st birthday.
- Parents and parents-in-law who are dependent upon a retiree for over one-half of their support *and* reside in the member's household, as well as surviving parents and parents-in-law who met such requirements at the time of the retiree's death, are covered for health care at uniformed services medical facilities *only*.

*Does my entitlement stop if I reach age 65 and am eligible for Social Security?*

Your entitlement to health care from uniformed services facilities does not terminate for you or your spouse upon reaching age 65 and becoming eligible for Social Security Medicare. Those who are 65 and covered by Social Security Medicare, are *not* entitled to the *civilian* health benefits of the new medicare program.

*What are the rules on double coverage?*

No benefits are payable under Military Medicare in the case of a person enrolled in any other insurance, medical service, or health plan provided by law or through employment

unless that person certifies that the particular benefit he is claiming is not payable under the other plan.

*What type of treatment is a retiree entitled to in uniformed services facilities?*

Among the types of care spelled out in the law are:

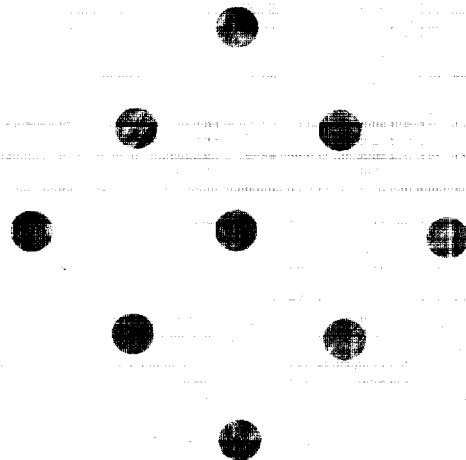
- Hospitalization
- Outpatient care
- Drugs
- Treatment of medical and surgical conditions
- Treatment of serious, mental and chronic conditions
- Treatment of contagious diseases
- Physical examinations, including eye examinations and immunizations
- Diagnostic tests and services, including laboratory and X-ray examinations
- Emergency dental care world-wide
- Routine dental care outside the United States and at stations in the United States where adequate civilian facilities are unavailable
- Dental care worldwide as a necessary adjunct of medical, surgical or preventive treatment
- Government ambulance service and home calls when medically necessary
- Durable equipment, such as wheelchairs, iron lungs, and hospital beds, on a loan basis
- Artificial limbs and eyes.

Many retiring reservists will have a choice as to individual health plans and combination of plans. If you are one of these, it might be well for you to consider carefully all of the various advantages and disadvantages, in addition to the cost factors, before making a decision. ★ ★

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# Puzzle

By drawing four straight lines, can you connect all nine points of the diamond—without lifting your pencil from the paper, and without retracing any lines?



The solution may surprise you.  
You will find the answer  
on page 22

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# Getting the most for

Your grandfather has just left you a small legacy, and you want to put it into savings. Shouldn't you shop around and take the highest, annual interest rate you can get? Not necessarily. It all depends—on the way the institution calculates interest, its restrictions as to balances and withdrawals, and many other factors. In fact, some of the other factors may be more important to you personally than the few extra dollars per year in interest.

## Regular Passbook Accounts

Many banks pay 4 per cent interest, compounded quarterly, on regular passbook accounts. (Compounding interest helps the depositor, but it is not the bonanza it is sometimes portrayed to be in ads soliciting savings accounts. The actual yield at 4 per cent compounded semi-annually comes to 4.04 per cent, and rises only to 4.06 per cent when the account is compounded quarterly.) The interest is figured on the lowest balance during the quarter. Frequently, a grace period of 10 days is allowed for deposits at the beginning of a quarter.

Here is an example of how such a system works:

Date	Withdrawal	Deposit	Interest	Balance
Jan 1				\$ 500
Feb 15		\$1,000		1,500
Mar 3		500		2,000
Mar 8	\$500			1,500
Apr 1			\$4.93	

Although the depositor ended the quarter with a \$1,500 balance and had at least that amount in the account for half the quarter, he receives interest only on the \$500 bottom balance.

This illustrates how important it is to check the crediting date for interest before you make a sizeable withdrawal. Some banks credit interest quarterly but figure on a monthly balance. For example, take \$1,000 deposited before the tenth of July, with a \$500 withdrawal on the first of September. Interest would be figured for two months at \$1,000 and one month at \$500.

Another variation used by some banking institutions is the figuring of interest from day of deposit to day of withdrawal, which eliminates the necessity for watching so closely the dates you deposit and withdraw your savings.

Some *Federal Savings and Loan* associations offer 4.75 per cent on passbook savings. However, a minimum balance is frequently required. (Some associations that are *not* insured by an agency of the federal government offer 5 per cent and require no minimum.)

## Certificates of Deposit

Savings institutions pay a higher rate on long-term deposits through certificates of deposit or savings certificates. These usually run for terms of three months, six months, or a year from the date of purchase and are for a minimum amount. One institution may pay 5 per cent on a 90-day renewable certificate with a minimum of \$100, while another may pay 5¼ per cent with a minimum of \$3,000 and one year.

One of the factors to think about before deciding where to deposit your savings is the penalty imposed if you find you have to cash your certificate before it matures. One large chain of banks does not pay the first 90 days'

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# your savings

interest if you withdraw your money before the end of the certificate's term.

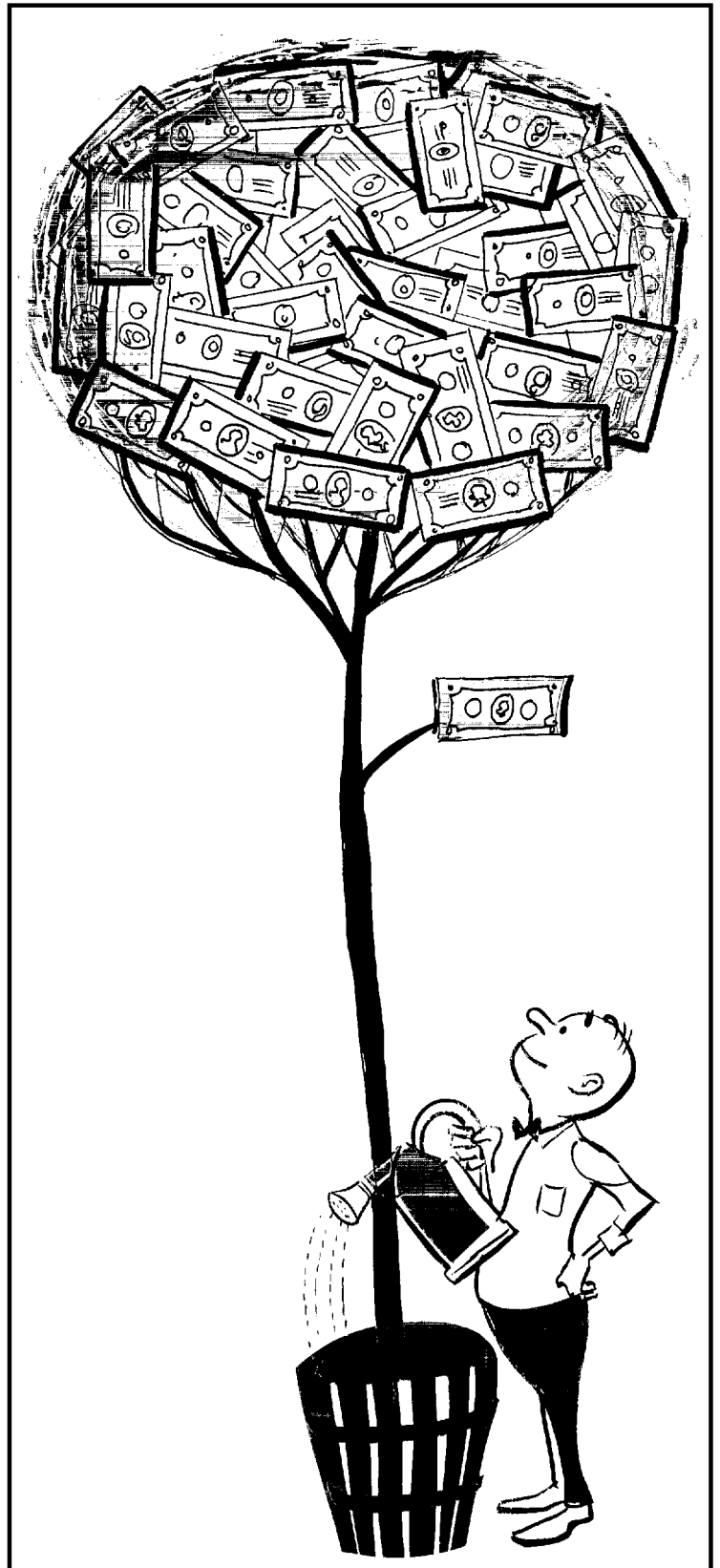
## Credit Union Shares

In a credit union you buy shares rather than make a deposit, and instead of earning interest you get dividends as in most savings and loan associations. A share is equal to \$5. The last Credit Union dividend was 5 per cent. Credit unions are now authorized to pay dividends semi-annually and this policy change is being considered by the Credit Union's Board of Directors.

Any balance less than a multiple of a share does not earn dividends. For example, only \$20 (four shares) of a \$22.50 balance would be eligible.

Shares received by the fifth of the month earn dividends for the month of purchase. But no dividends are paid on money withdrawn before the end of the dividend period. If \$90 is withdrawn on 15 December from an account maintained at \$100 from 1 January to 15 December, the annual dividend is paid only on the remaining \$10. If you take out \$50 on 12 June and put it back on 15 June, these ten shares start earning from scratch on 1 July.

Because of the share-month system used by credit unions, it is frequently more economical to borrow money with shares as collateral than to cash them in when money is needed for substantial purchases. If you borrowed \$1,000 with monthly payments for one year, the interest charge (6 per cent per annum on the unpaid balance) would amount to \$33.20, and free insurance would pay off the unpaid balance if you died. On the other hand, by withdrawing your savings and not





replacing any of them during the year, you would lose \$50 in dividends on \$1,000 (assuming a dividend rate of 5 per cent). If you did replace your savings, monthly deposits would be limited according to the policy of the credit union.

### Government Savings Bonds

If you decide to buy "E" Bonds and Freedom Shares, you undoubtedly know that you "help your country as you help yourself." Nevertheless, let's look at them from some of the same standpoints as we viewed others. Series E Bonds when held to maturity of 7 years pay 4.15 per cent and Freedom Shares 4.74 per cent if held for the full 4½ years. But premature redemption of bonds can be costly. Series E Bonds can be cashed two months after date of issue, but no interest is earned during the first six months. If cashed after the first year, the return amounts to only 3 per cent. So hang on to those bonds!

You should consider the income tax advantages of U.S. Savings Bonds when planning for retirement savings. Interest and dividends from banks, savings and loan associations, and credit unions must be considered income for tax purposes in the year credited. However, with E bonds you can either pay your tax as you go along or defer declaring the interest as income. It would probably be more advantageous to defer it until your bonds mature if their maturity is after your retirement—particularly during the first year or two of retirement. Since you do not have to pay income tax on Civil Service retirement income until you have received the amount you have paid in to the fund, you can cash your bonds during this period and pay little or no income tax on your bond interest. Or, you can choose another alternative—convert your matured E bonds to H bonds and continue to defer reporting the E bond interest until the H bond are redeemed or reach final maturity, whichever is earlier.

### How to Choose

If the amount of interest is the only consideration, you can now see that you should watch all of these factors in choosing a place for your savings:

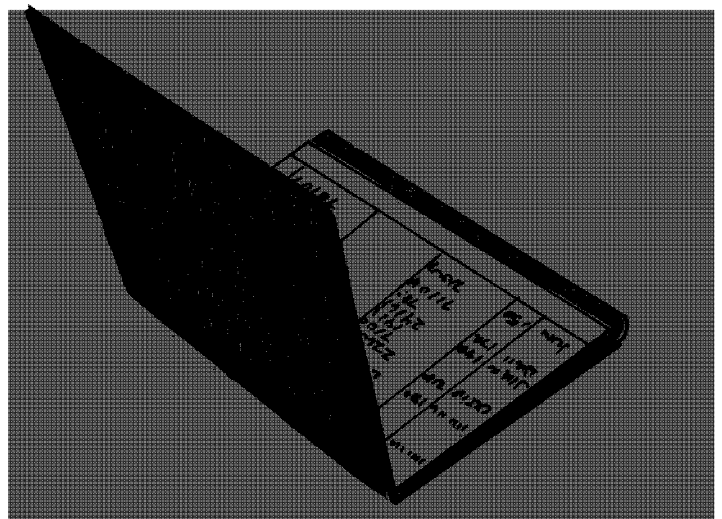
- ▶ Rate of interest
- ▶ Frequency of compounding
- ▶ Date interest starts
- ▶ Date when interest is figured

Penalties or service charges for withdrawals and minimum balances

But there are also less tangible factors to consider in making your selection:

- ▶ Is it conveniently located?
- ▶ Is the staff courteous and well informed?
- ▶ Are the savings accounts adequately insured?
- ▶ Do you need the assistance of payroll deductions to assure regularity in your savings?

Fortunately, there are so many qualified institutions available that you should have no trouble finding one that meets your particular requirements. ★ ★



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# **SOURCE DATA AUTOMATION IN PRINTING**

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The April 1966 Support Bulletin contained an article on the Organization's new computerized photocomposing system. This system has been operational for some time, and debugging is about complete. The "customer-tape" phase of this system is now being vigorously pursued, and the effort is beginning to pay off.

## **The "Customer-Tape" Concept**

The "customer-tape" concept employs a basic rule of systems design which is that the input is generated with the end product, or output, in mind. This is in order to minimize the processing and throughput time required.

This concept is now being applied to the Organization's computer-assisted typesetting program with encouraging results. Recently an important publication was produced in the printing plant, the type for which was set in the usual two 3-inch columns. It contained footnotes, page numbers, as well as running heads, and numerous special symbols. The typographic quality was excellent. The unusual part of the operation, however, was the fact that the entire text of some 52 pages was set by the use of a paper tape prepared by a typist as a byproduct of manuscript preparation and editing in the originating office. The printer's traditional, time-consuming task of duplicating, stroke-for-stroke, character-for-character, and reproofing all of the 160,000-odd characters in the manuscripts (which had already been carefully recorded and proofread by the originating office) was virtually eliminated in this case. Thus, the text data was captured in machine language at the source and provided a type of input to the system which could be fed to the computer without further human intervention.

The printer then used the computer as a tool in performing such tasks as justification (even right-hand margins), preparations of style and format, and making up of pages, including insertion of graphic and tabular material.

## **Tape-Producing Typewriter Used**

The originating office's typist, after some training, using a tape-producing typewriter

with regular typewriter keyboard at normal typing speeds was able to employ (by means of certain codes) a large variety of type faces and sizes, special symbols, accents, and spacing. Almost any format or style can be employed by the typist.

The tape-producing typewriter used in this exercise is equipped with special controls which enable the typist to rerun the tape in order to incorporate last-minute corrections and editorial changes.

Several other publications have been produced by this method, and others are now being processed using automated source data. Plans are underway also to place magnetic tape typewriters "on line" with the system.

## **Advantages of the System**

The obvious advantages of the system are:

- ☐ The elimination of duplication in key-boarding and proofreading.
- ☐ Faster throughput time.
- ☐ Providing an economical and rapid means for updating publications for revisions and reprinting.
- ☐ Providing a means for converting or upgrading existing publications from typewriter composition to typography, when the need exists.

## **Speed-Up for Peak Loads**

Heretofore, it has been virtually impossible to react to sporadic peak loads in typesetting with the speed desired. Thus, the "customer-tape" phase of our computerized typesetting program offers an excellent opportunity to effect an appreciable speed-up in the typesetting efforts and is an obvious reason for automating the source data whenever possible.

## **Plans for Expansion**

A number of components with centralized, publications-typing facilities are cooperating in this undertaking by utilizing the special tape-producing typewriters. The plan for expanding the system calls for enlarging this group and for special training for the typists who will be doing this work. ★ ★

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*"When I got back to my desk after completing the course, I tackled my job with a new feeling of rededication and reinvigoration."*

This statement, coming from a recent graduate of the Midcareer Executive Development Course, might seem rather startling since vigor and dedication are two attributes Midcareerists ordinarily have when they are selected for preparation to assume broader administrative responsibilities and executive positions in the future. And you might think,

includes planned assignments and internal and external training that will best meet the career objectives determined by the Head of the individual's Career Service.

### **The Midcareer Course**

The Midcareer Course was inaugurated under a mandate to "prepare a superior course of instruction, with top-notch lecturers, that will be stimulating and instructive to all students." At first, it was given only three times

"Just being away from the job for six weeks would reinvigorate me." But for most of the Midcareerists, what seemed to give them a new zest for the job were the down-to-earth lectures, the give-and-take discussions with top officials, a new self-evaluation from the rugged experience of the Managerial Grid, and a broader view of the Organization and what they can contribute to it now and in the future.

### **Midcareer Training**

The Midcareer Course, as it is popularly known, is only part of the Organization's Midcareer Training Program to identify and develop midcareerists. At midcareer each employee's experience and accomplishments are critically assessed to determine the individual's potential growth.

A midcareerist is normally a GS-13 career employee between the ages of 35 and 45 who has the potential for eventual promotion to GS-15 or higher. A training plan, to be completed in not more than five years, is developed to insure maximum opportunity for the individual and the most effective use of his talents by the Organization. In addition to the Midcareer Course, the individual's plan



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annually; but to meet the demand, it is now offered four times a year for a period of six weeks. The 32 members of each course are selected from the five major components, each of which has a quota. About five weeks before a course starts, the Training Selection Board gives final approval to the candidates, who are all Midcareerists.

### Three Phases

The course emphasis is on widening the per-

## THE MIDCAREER TRAINING PROGRAM

spective of the students rather than on sharpening specialized skills and on providing an opportunity to gain valuable new insights into areas of knowledge which will help them in their future responsibilities as senior Organization officers. The training staff has taken very literally the injunction to "spare no effort in making it the best program ever put on by the Organization."

The first phase presents the Managerial Grid—a set of theories showing how concern for people and concern for work can be integrated within an organization to increase output and reduce costs and provide a framework for understanding and applying effective managerial behavior. The Midcareerists learn:

- ways for pooling resources when more than one person is involved in getting work done,
- his own managerial style and how effective it is,
- the managerial styles of others and how effective they are, and,

— the use of Grid theories to diagnose problems preventing effectiveness of the organization.

The second phase deals primarily with the functions, relationships, and problems of various Organization components, and, to a lesser extent, with the activities of certain other agencies. Top officials frankly discuss their responsibility, experiences, and problems, and give the students a feel for what will be expected of them when they become executives.

And in contrast, the students give briefings which present the activities and problems of their components as seen from their viewpoints.

During the final phase, attention is focused on major developments and trends in world affairs and on some of the elements of national power which affect the Government's ability to exert influence on the international scene.

### Post-Course Development

Midcareerists understand that being selected for the Midcareer Executive Development Program and completing the Midcareer Course are no guarantee that they will automatically move into executive positions. They realize that they must continue a program of self-development, take advantage of planned assignments to further broaden their horizons and improve their judgment, and closely observe how experienced executives make decisions, before they can develop into executives themselves.

By the same token, employees in this age group should understand that failure to be selected for the Program does not exclude them from opportunities for promotion or training to improve their professionalism.★ ★

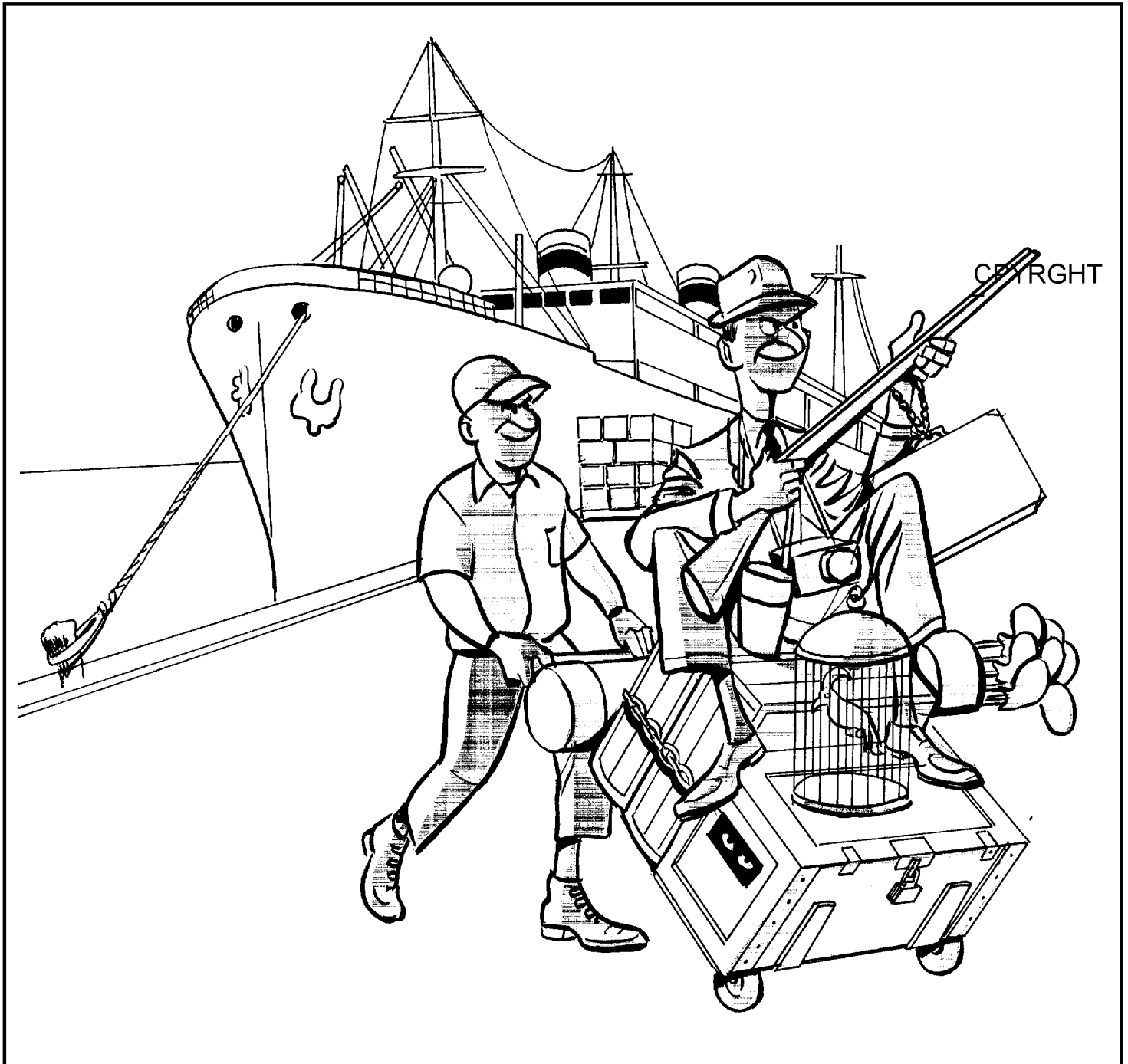
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*Have you heard that the Organization generally or totally insures employees' property? If you have, be careful! "Hearsay" to that effect may be seriously misleading.*



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### Authority to Pay Claims

The Military Personnel and Civilian Employee's Claims Act of 1964, as amended, authorizes reimbursement for loss of, or damage to, personal property *incident to an employee's Government service*. It may be termed a "law of gratuity" since it creates no legal obligation to pay a claim, but simply permits, under certain conditions, the settlement of properly substantiated claims. It must be emphasized that agencies which share this statutory authority, cannot undertake to totally insure or reimburse any and all property losses of their employees. Regulation 45-6b, which implements this statutory authority, generally sets forth the policies and conditions under which proper claimants may be reimbursed for property losses determined to be incident to service and without negligence on their part.

### Maximum Amounts Allowable

The maximum total allowable amount payable under this Act is \$6,500, even though the actual monetary loss may be greater. Within this maximum, compensation may only be paid for types, quantities or amounts determined to be reasonable, useful, or proper. Depreciation is normally taken from the initial cost or other base value of compensable items instead of paying full repair or replacement costs. For specific categories and types of property, established depreciation standards and maximum individual monetary amounts are customarily applied. Appreciated or sentimental values are never paid.

### Protecting Your Interest

Remember that it is *your* personal property and *you* have duties and responsibilities to prudently protect both your interest and that of the Government. The care and judgment that you exercise to safeguard the property and substantiate any loss will bear consideration in the event of a claim. Following are a few important reminders which will be of help to you.

- Expensive jewelry (precious stones, metals, other than costume) furs, oriental rugs, antiques, and objects of art are considered luxury items. Individuals should, if at all possible, insure property of this nature and take special precaution against loss, or have an acceptable reason for not doing so.
- In many overseas areas, personnel have had their personal effects subjected to high rates of thievery. Employees should exercise a high degree of care and judgment concerning their personal property, particularly in quarters at night or when quarters are left unattended. Since money in any amount, jewelry, cameras, watches, binoculars, coin collections, and other small items of substantial value are highly susceptible to theft, they should always be the subject of special precaution. Further, these items should not be shipped by ordinary means, for example, with household goods, hold, or unaccompanied baggage.

# take care of your PERSONAL PROPERTY

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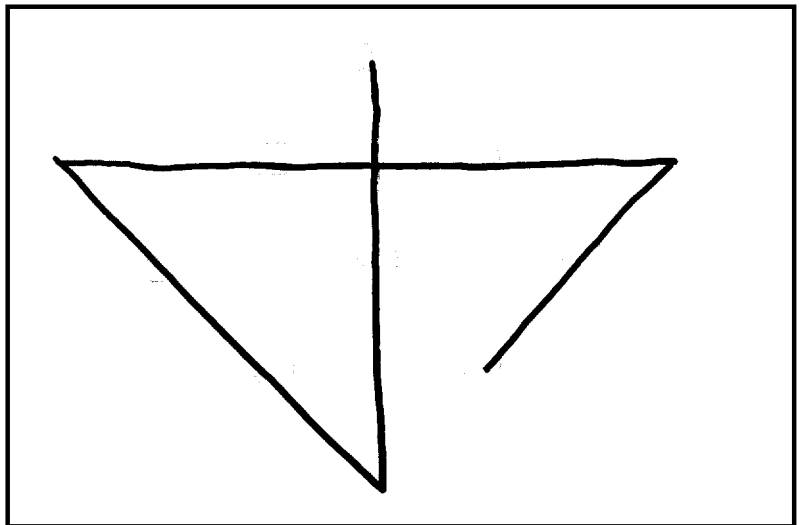
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- Items worn or carried ( such as eyeglasses, watches, clothing, cameras, luggage, etc.), when lost or damaged, will be paid only when such loss or damage directly results from an unusual occurrence, i.e., beyond the normal risk of damage or loss associated with day-to-day living and working conditions.
- Personal property should not be left unattended in a vehicle, locked or unlocked.
- General rules for storage and shipping of freezers and refrigerators require that they be clean and dry prior to storage and/or packing.
- There are specific rules and instructions pertaining to the shipment of a POV, particularly rules regarding the use of radiator antifreeze. Employees receiving delivery of a POV should examine it carefully, note any damage on the shipping document, and have the document signed by the delivery agent. Subsequent claims for damage not properly identified at delivery are difficult to substantiate.
- Maintain a current inventory of your personal property, including costs and dates of acquisition. When shipping/storing effects, obtain a complete and accurate inventory from the transfer agent describing the condition of your property. Before signing this document, however, note any disagreements you have on the inventory. Obtain a copy of the inventory for your own records. At delivery, carefully inspect your effects, note any damage on the delivery inventory, and have the transfer agent confirm the damage. Read all documents carefully before signing and retain in your records copies of all papers in connection with your property. Consider insurance and special precautions that may be advisable in your particular situation. ★ ★

# Answer

to puzzle on page 11

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Psychologists developed this puzzle to illustrate how important it is for you to break out of conventional methods of doing things, to broaden your thinking, to extend the horizons of your job.

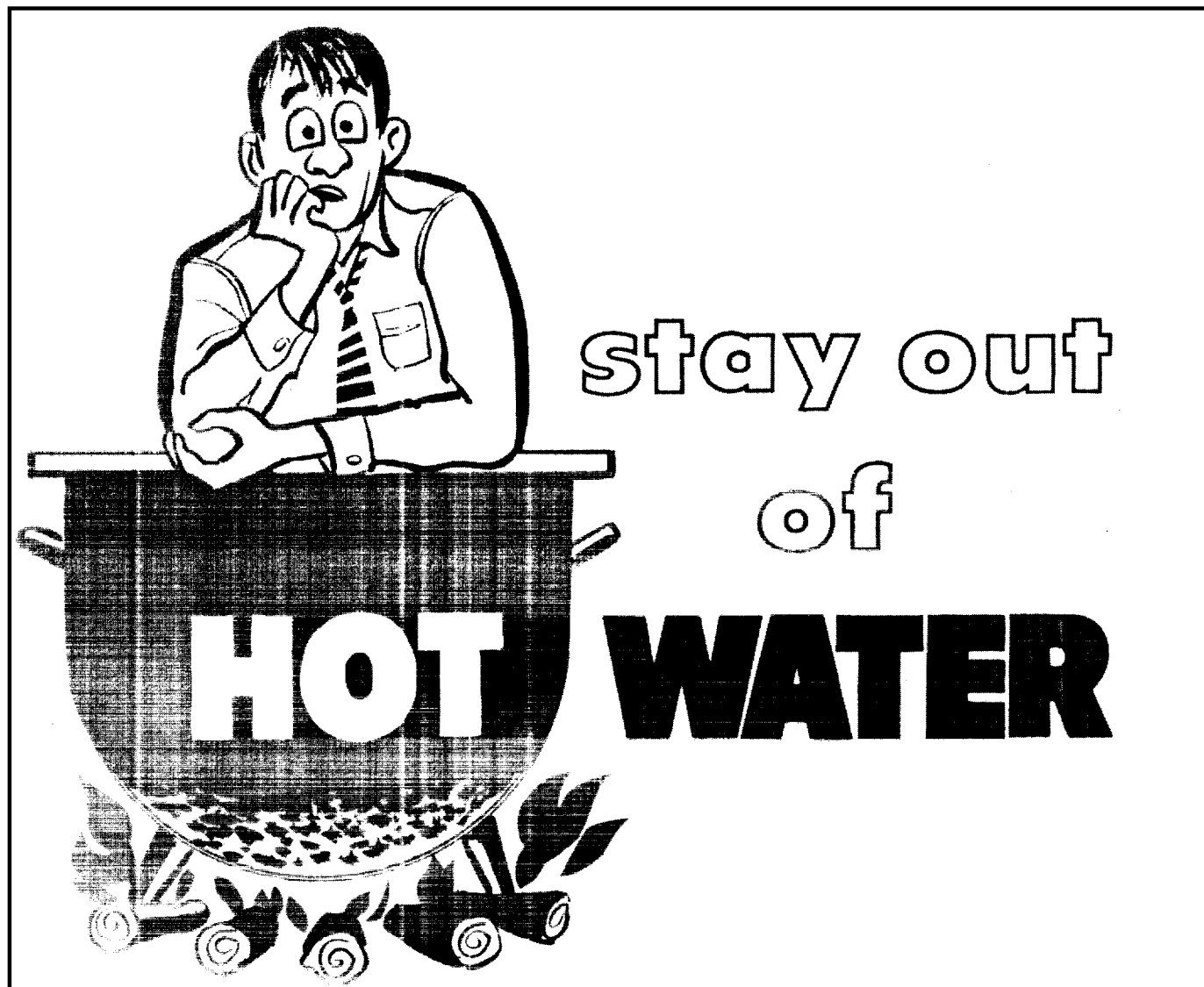
(Did you try to connect all nine dots by staying within the confines of the diamond? Most people automatically do—despite the fact that the instructions impose no such limitation.)

Why not try taking a look at your job from a new and different slant? You might come up with a different or unconventional approach to some aspect of the work that will result in its being done cheaper, better, safer, or more securely. If you do, write your idea down, talk it over with your supervisor, and send it to the Suggestions Award Committee.

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**practice good security**

**When locking up, be sure to check:**

- SAFES
- TYPEWRITER RIBBONS
- BURN CONTAINERS
- DESK & SAFE TOPS

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